

2023-28 DANCEWORKS STRATEGIC PLAN

CORE STRATEGIES

PEOPLE

- Support artists and educators by providing the resources and space to contribute to Danceworks and the fabric of the community we serve through the programs that deliver our mission
- Enhance the experience of Danceworks' patrons, donors, students, volunteers and community members
- Deepen the impact of Danceworks' mission through the continued practice of cultural competence, representation and mindfulness in all stakeholder engagements
- Recruit, support and develop talented artists, educators, staff and volunteers

COMMUNITY

- Deliver impactful, measurable and accessible programs
- Cultivate relationships across the arts community to elevate our unique voice
- Establish Danceworks as a vibrant hub where diverse artists of all ages and abilities can engage in and create meaningful work
- Develop an accessibility philosophy, define our available accommodations, and create an inquiry process for additional accommodations for people with and without disabilities

LEGACY

- Sustain current and secure new financial resources to invest in our people, community, and legacy
- Utilize data in decision making and technology to support our operations
- Broaden and diversify impactful relationships with community partners to ensure sustainability for the future of Danceworks, Inc.

MISSION: to enhance joy, health and creativity by engaging the community through dance.

VISION: to be a source for arts education and community collaborations.

PURPOSE: to inspire lifelong interest and participation in the arts.

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PEOPLE

OBJECTIVES

- **Support artists and educators by providing the resources and space to contribute to Danceworks and the fabric of the community we serve through the programs that deliver our mission**
- **Enhance the experience of Danceworks patrons, donors, students, volunteers and community members**
- **Deepen the impact of Danceworks' mission through the continued practice of cultural competence, representation and mindfulness in all stakeholder engagements**
- **Recruit, support and develop talented artists, educators, staff and volunteers**

FY25-26 Goals:

- **Recruit People:** Increase collaborations with diverse community art organizations/individual artists (3 to 5), studio visits (18,000 to 20,000), season subscribers (30 to 50) and potential board members (3 new)
- **Retain People:** >85% staff, student and audience retention (including season subscribers)
- **Develop people:** 100% of staff receive professional development through training and coaching related to cultural responsive practices
- **Refocus patron survey participation** to a more targeted approach by gathering focus groups of students, parents, community partners, audience members, and performers.

2023-28 DANCEWORKS STRATEGIC PLAN

COMMUNITY

OBJECTIVES

- **Deliver inviting and impactful dance and creative arts programs**
- **Cultivate relationships across the arts community to elevate our unique voice**
- **Establish Danceworks as a vibrant hub where diverse artists of all ages and abilities can engage in and create meaningful-work**
- **Develop an accommodation philosophy and provide an inquiry process for people with and without disabilities**

FY25-26 Goals:

New Projects:

- Dance for MS (Multiple Sclerosis) program implementation
 - Increase participation by offering a monthly or bi-weekly option
 - Plan and research other Dance for Health possibilities
- High School dance program implementation
 - Go from one high school (one semester) to two high schools (or two semesters)
- New website to increase engagement and improve communication through Mindbody tools
 - Review current data
 - Begin utilization of texts and email features in Mindbody, increasing repeat/returning visitors by 25%

Continued Projects:

- Mad Hot Rhythm program to 45-48 classrooms
- Generations program to 10 paired sites (10 schools, 10 senior centers)
- Emoji Yogi program to 25 classrooms

Arts Community Connections:

- Maintain and nurture collaborations locally and nationally
- Increase theatre rentals from 3 to 6
- Increase online engagement in proportion to growth in online following on social media channels (Facebook and Instagram)
 - Grow Instagram followers by 500 = 3500K
 - Grow Facebook followers by 500 = 8500K

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LEGACY

OBJECTIVES

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- **Utilize data in decision making and technology to support our operations**
- **Broaden and diversify our impactful relationships with community partners to ensure sustainability for the future of Danceworks, Inc.**

FY25-26 Goals:

Contributed Revenue:

- Increase Individual donor dollars raised by 20% (to \$75k)
- Increasing corporate sponsorships and foundational giving by \$50,000 in new dollars
- Increase performance and dancer sponsorships or grants by \$25,000 in new dollars

Earned Revenue:

- Implement a team approach to budget processes for higher accountability and transparency
- Increase Danceworks' studio revenue, space rentals, and audience reach by \$25K
- Responsibly monitor overall expenses by consistently reviewing systems, services, fees, staffing structure, website, etc.
- Collect 100% of program fees through efficient invoicing and accounts receivable process

Space/Lease:

- Resolve space and lease issues by 2028 - moving forward with steps for the next Danceworks space that ensures more predictable expenses in occupancy and meets our needs as an organization
- Continue to welcome collaborations and partner with organizations that align to our mission (MYAC, medical groups, schools, senior living sites) as well as increase our space and impact